



SECRETARY OF DEFENSE
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SEP 11 2015

MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS
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UNDER SECRETARIES OF DEFENSE
DEPUTY CHIEF MANAGEMENT OFFICER
CHIEFS OF THE MILITARY SERVICES
COMMANDERS OF THE COMBATANT COMMANDS
GENERAL COUNSEL OF THE DEPARTMENT OF DEFENSE
DIRECTOR, COST ASSESSMENT AND PROGRAM EVALUATION
INSPECTOR GENERAL OF THE DEPARTMENT OF DEFENSE
DIRECTOR, OPERATIONAL TEST AND EVALUATION
DEPARTMENT OF DEFENSE CHIEF INFORMATION OFFICER
ASSISTANT SECRETARY OF DEFENSE FOR LEGISLATIVE
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ASSISTANT TO THE SECRETARY OF DEFENSE FOR PUBLIC
AFFAIRS
DIRECTOR, NET ASSESSMENT
DIRECTORS OF THE DEFENSE AGENCIES
DIRECTORS OF THE DOD FIELD ACTIVITIES

SUBJECT: Department Participation in the October 2015 Defense, Diplomacy, and
Development Innovation Summit Pitch Challenge

When I became Secretary, I made three commitments. The first is to the troops and to their families. The second is to President Obama – to offer him my best strategic advice as he faces a complex world. And my third commitment is to the future – to stay ahead of a changing world, to stay competitive, and to stay abreast of technology.

Fulfilling this third commitment starts and ends with our people, who are our most important asset and who drive change within the Department every day.

This year, I've agreed to help harness some of that talent and innovation by participating in the first session of the Defense, Diplomacy, and Development (D3) Innovation Summit – a series of events jointly held by the DoD, Department of State (DOS), and the U.S. Agency for International Development (USAID) and intended to spur innovative thinking and collaboration on policy issues that matter most to our Nation's security and prosperity.

The first event in the series will take place in December and will explore the convergence of technological innovation with defense, diplomacy, and development objectives.

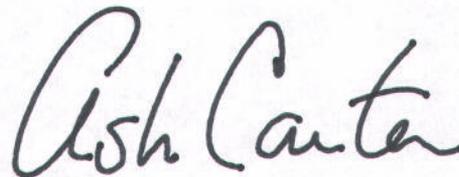


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As part of this event, select innovators from DoD, DOS, and USAID will have the opportunity to present their innovative proposals to senior government leaders at the D3 Innovation Summit Pitch Challenge.

I request your assistance in encouraging your teams to participate in the Pitch Challenge. Note that there is new guidance: Please disseminate this memo along with the attached submission form to your staff and encourage them to submit proposals directly to osd.d3summit@mail.mil by October 5, 2015. No additional office vetting is necessary and there is no longer a limit on the number of proposals any office or organization may submit.

Thank you for your help in bringing new ideas and collaboration to the forefront. Contact Katherine Faley with any questions, at osd.d3summit@mail.mil. I look forward to reviewing the final proposals.

A handwritten signature in black ink that reads "Ash Carter". The signature is written in a cursive, flowing style.

Attachment:
As stated



D3 Innovation Summit Pitch Challenge

On behalf of Secretary Carter, we invite you participate in the inaugural D3 Innovation Summit Pitch Challenge. The D3 Innovation Summit—organized jointly by the Department of State, Department of Defense, and U.S. Agency for International Development—is a groundbreaking interagency initiative intended to spur innovative thinking and to encourage collaboration on policy issues that matter most to our nation’s security and prosperity. The first event of the three-part series will take place this December and will explore the convergence of technological innovation with defense, diplomacy, and development objectives.

As part of the Summit, you are invited to submit your innovative idea responding to the following prompt: ***How might the U.S. leverage technology to advance defense, diplomacy, and/or development objectives in innovative ways?*** The top six innovators from across DoS, DoD, and USAID will be selected to present their proposals live in front of a panel of senior government leaders at the D3 Innovation Summit in December.

Semi-finalists will be selected in mid-October, and finalists will be selected at the end of October. The finals will be held in December.

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A. Instructions for Proposal Submission

1. Please review the challenge information below, and fill out the submission form and participation commitment on pages 4-8.
 2. Save the document as “DoD_D3Application_Last Name_First Name.”
 3. Email the saved document as an attachment to osd.d3summit@mail.mil.
- Please contact osd.d3summit@mail.mil with any questions.

B. Challenge Prompt

New technologies are emerging daily, impacting not only the operations of how defense, diplomacy, and development are accomplished, but also the future operational environments of the United States, allies, and adversaries. U.S. policy will need to adapt to the impact of these technological changes and take advantage of new opportunities.

How might the U.S. leverage technology to advance defense, diplomacy, and/or development objectives in innovative ways?

- "Leverage technology": identify opportunities to use existing or emerging technologies to increase the effectiveness, efficiency, and impact of U.S. policies, strategies, initiatives, approaches, processes, etc.
- "Advance defense, diplomacy, and/or development objectives": take concrete actions towards meeting specific long-term goals and/or objectives.
- "In innovative ways": introduce new and creative ways of approaching a problem or issue area.

C. Proposal Requirements

Your proposal should include the following:

- Problem Background (150 words max)
- Idea (250 words max)
- Resource Requirements (250 words max)
- Metrics (250 words max)
- Five Critical Next Steps (200 words max)
- Ideal End State (150 words max)

Note: *We are not looking for ideas proposing the creation of new technology, but rather proposals that utilize existing and/or emerging technologies. Applicants need not be technical experts, but be able to explain at the conventional level how the technology can further defense, diplomacy, and/or development goals.*

- "Existing technologies": fields of technology that have commercial application.
- "Emerging technologies": fields of technology that broach new territory in some significant way with new technology developments

D. Evaluation Criteria

Proposals in the submission and audition phases will be evaluated for the following criteria:

- **Impact:** Is the proposal likely to make a significant, positive difference now or in the future on U.S. defense, diplomacy, and/or development objectives? A successful proposal will identify a specific, real-life problem or issue that affects stakeholders or equities in defense, diplomacy, and/or development. It will also include a carefully thought-out approach to address this specific challenge using existing or emerging technology in support of U.S. defense, diplomacy, and/or development objectives as outlined by national priorities or department strategies, policies, and guidance.
- **Innovation:** Is the proposal creative in its approach to the problem or issue and does it positively disrupt standard practice(s) in the DoS, DoD, and/or USAID using existing or emerging technologies? A successful proposal will introduce a new way of approaching the problem or issue through policy that positively affects the stakeholders, issue area, and/or organizations.
- **Feasibility:** Is the proposal reasonable, resourceful, and feasible? A successful proposal will improve upon existing policies, practices, strategies, and/or processes in defense, diplomacy, and/or development and leverage existing or emerging technologies. It will offer creative solutions to possible funding and resource constraints if applicable. Implementation of the proposal will be within the realm of control of U.S. government stakeholders in defense, diplomacy, and development. It can be implemented within 10 years. Any financial, physical, employment, legal, time, or other constraints should be considered and highlighted, though they need not be entirely solved in the proposal.
- **Metrics:** Is the proposal capable of being monitored, measured, and evaluated to measure success? A successful proposal will lay out what the ideal outcome or end state looks like and identify qualitative and quantitative measurements to track progress and success, if applicable.
- **Presentation:** Is the proposal clearly articulated and compelling? A successful proposal will be understood by and persuasive to both government stakeholders and lay audiences alike in its written and oral communication. It will clearly and coherently articulate the concept and its importance to achieving defense, diplomacy, and/or development objectives.

Additional consideration will be given to proposals that address:

- **Collaboration:** Is the proposal collaborative in its approach to the problem or issue and/or proposed solution? A successful proposal will involve team members and stakeholder engagement and support from across DoS, DoD, and/or USAID, if applicable.

E. Submission Form and Participation Commitment

I. TEAM INFORMATION

Each team may comprise up to 4 individuals from DoS, DoD, and USAID. Interagency teams are encouraged, though not required.

Team Member #1 (required)

First Name: Click here to enter text.

Last Name: Click here to enter text.

Rank: Click here to enter text.

Title: Click here to enter text.

Organization: Click here to enter text.

Nominating Office: Click here to enter text.

Email: Click here to enter text.

Phone: Click here to enter text.

Gender: Choose an item.

Hiring Mechanism: Choose an item.

Time in Government: Choose an item.

Team Member #2 (optional)

First Name: Click here to enter text.

Last Name: Click here to enter text.

Rank: Click here to enter text.

Title: Click here to enter text.

Organization: Click here to enter text.

Nominating Office: Click here to enter text.

Email: Click here to enter text.

Phone: Click here to enter text.

Gender: Choose an item.

Hiring Mechanism: Choose an item.

Time in Government: Choose an item.

Team Member #3 (optional)

First Name: Click here to enter text.

Last Name: Click here to enter text.

Rank: Click here to enter text.

Title: Click here to enter text.

Organization: Click here to enter text.

Nominating Office: Click here to enter text.

Email: Click here to enter text.

Phone: Click here to enter text.

Gender: Choose an item.

Hiring Mechanism: Choose an item.

Time in Government: Choose an item.

Team Member #4 (optional)

First Name: Click here to enter text.

Last Name: Click here to enter text.

Rank: Click here to enter text.

Title: Click here to enter text.

Organization: Click here to enter text.

Nominating Office: Click here to enter text.

Email: Click here to enter text.

Phone: Click here to enter text.

Gender: Choose an item.

Hiring Mechanism: Choose an item.

Time in Government: Choose an item.

II. PROPOSED CHALLENGE AREA (required)

This proposal advances... *(check all that apply)*

- Defense objectives
- Diplomacy objectives
- Development objectives

III. UNDERSTANDING THE CHALLENGE (required)

Note: do not submit any classified information or proprietary information that is not free to be shared in this forum and for this purpose.

Proposal Name: *Name of proposal*

Click here to enter text.

Problem Background (150 words max): *Describe the problem you are trying to solve and any relevant background information. Address the impact and innovation potential of your idea given the status quo.*

Click here to enter text.

Idea (250 words max): *Describe your proposed solution to the problem you have identified. Describe how existing or emerging technology can be leveraged. Address the impact, innovation potential, and feasibility of your idea.*

Click here to enter text.

Resource Requirements (250 words max): *Describe what is needed to implement your idea (resources, stakeholder buy-in, legal requirements, etc.). Address the feasibility of your idea.*

Click here to enter text.

Metrics (250 words max): *Describe any qualitative or quantitative metrics that can be used to track the progress and success of implementing your idea.*

Click here to enter text.

Five Critical Next Steps (200 words max): *Describe the pathway to implementing your idea. Include any associated timelines, if applicable. Address the feasibility of your idea.*

Click here to enter text.

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.

Ideal End State (150 words max): *Describe what success will look like with the implementation of your idea. Address the impact of your idea and its innovation potential.*

Click here to enter text.

IV. STAKEHOLDER SUPPORT (optional)

This optional section is a place to demonstrate initial stakeholder engagement and to identify support for your idea. Identify up to 3 individuals with whom you have socialized your idea and who support it.

Stakeholder #1

First Name: Click here to enter text.

Last Name: Click here to enter text.

Title: Click here to enter text.

Organization: Click here to enter text.

Office: Click here to enter text.

Email: Click here to enter text.

Phone: Click here to enter text.

Gender: Choose an item.

Stakeholder #2

First Name: Click here to enter text.

Last Name: Click here to enter text.

Title: Click here to enter text.

Organization: Click here to enter text.

Office: Click here to enter text.

Email: Click here to enter text.

Phone: Click here to enter text.

Gender: Choose an item.

Stakeholder #3

First Name: Click here to enter text.

Last Name: Click here to enter text.

Title: Click here to enter text.

Organization: Click here to enter text.

Office: Click here to enter text.

Email: Click here to enter text.

Phone: Click here to enter text.

Gender: Choose an item.

V. PARTICIPATION COMMITMENT *(required)*

Check each box and sign and date at the end.

- I have obtained employer and/or supervisor permission to participate prior to submitting my proposal. I understand that meaningful participation in the D3 Innovation Summit Pitch Challenge may incur an additional time commitment.*
- [For Contractors Only] My participation in this event has been requested by a government employee and approved by the contracting officer's representative.*
- My proposal may be discussed publically and taken under consideration by senior government leaders.*
- My proposal will not include any classified information or proprietary information that is not free to be shared in this forum and for this purpose.*
- If selected for further consideration, I will be available to audition in-person or virtually the week of October 12 for a chance to pitch in the D3 Innovation Summit Pitch Challenge.*
- If selected, I will be available to present at the live D3 Innovation Summit Pitch Challenge the week of November 30 in Washington, DC, and to attend in-person or virtual coaching sessions to practice my presentation.*

Name: Click here to enter text.

Date: Click here to enter a date.